

1. Record Nr.	UNINA9910459748203321
Titolo	Shared services as a new organizational form // edited by Tanya Bondarouk
Pubbl/distr/stampa	Bingley, England : , : Emerald, , 2014 ©2014
ISBN	1-78350-536-2
Edizione	[First edition.]
Descrizione fisica	1 online resource (232 p.)
Collana	Advanced Series in Management, , 1877-6361
Disciplina	658
Soggetti	Shared services (Management) Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references at the end of each chapters.
Nota di contenuto	Front Cover; Shared Services as a New Organizational Form; Copyright Page; Contents; List of Contributors; Shared Services: New Opportunities for Research and Practice; References; Chapter 1 Shared Service Centers: From Cost Savings to New Ways of Value Creation and Business Administration; Introduction; What Are Shared Service Centers and What Not?; Shared Service Centers and Organization Theory; SSCs and the Changing Nature of the Firm; Closing; References; Chapter 2 Managing Boundaries Better: The Key to More Effective HR Shared Services; Introduction What Do the Original HR Shared Services Models Tell Us about Intended Design?What Has Been the Result for HR Shared Services Operations?; How Can We Do Better?; Blur the Model - Structure and Roles; Plug Service Gaps; Clarify Accountability; Review Processes and Measure Performance; Functional Leadership; Knowledge, Skills, and Experience Enhancement; Colocation; Conclusion; References; Chapter 3 Shared Services - Standardization, Formalization, and Control: A Structured Literature Review; Introduction; Organizational Design of Shared Services; Article Selection Findings: Organization of Shared ServicesCentralization; Hierarchy of Authority; Formalization; Standardization; Control; Professionalism; Specialization; Personnel Ratios; Reflection on the Structural Dimensions; Discussion; Conclusions; References; Appendix: Reviewed

Articles; Chapter 4 What is Shared Services?; Introduction; Problem Definition: What is Shared Services?; Research Approach; Why a Good Definition is Critical; Customers and Services; Internal Customer Service; What Is the Role of Shared Services?; Shared Services Principles; Conclusion; About the Authors; References  
Chapter 5 Governance and Control of Shared Service CentersIntroduction; Shared Service Centers; Governance and Control; Transaction Cost Economics; Governance and Control at Different Levels within an Organization; Management Control Choices for the Governance of SSCs: A TCE Approach; An Example: Advertisement Shared Services at PCM; Changing SSC Governance and Control; Analysis of PCM's Management Control Structure; Corporation-Wide Ads Sales; Specific Ads Sales; Back Office; Discussion; Limitations of a TCE Approach; Conclusion; References  
Chapter 6 Structuring Shared Services: Realizing SSC Benefits Through End-Users' Usage of an HR PortalIntroduction; Theoretical Background; The Hybrid Organizational Structure of SSCs and Its Potential Benefits; Online Portals and the SSC's Hybrid Organizational Structure: Opportunities and Challenges; A Structuration Perspective for Explaining SSC Benefits; Methodology; Findings; Conflicts in the Intended and Actual Online Portal Usage; Contradictions that Cause the Conflicts in Shared Service Usage; Discussion and Conclusion; Implications of the Research Findings  
Limitations and Future Research

---

Sommario/riassunto

What do shared service models involve? Which business processes can and/or should be shared? This ASM volume deals with such questions relating to the increasingly popular use of Shared Service Centers in organizations. The volume intends to move beyond debating the relevance of shared services towards more systematic research action.

---